

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

DE - All students can learn at a high level is one of our guiding principles. If students see consultants and DE staff members that come to visit the schools from the Department of Education are diverse, it may give them something to aspire to as a potential future career. Additional diversity within the Department may also assist us in understanding barriers and ways to reach out to our diverse population to better assist them in attaining a quality, high level education.

The IVRS strategic goal is to further our abilities to reach a diverse population by recognizing and understanding the cultural differences. We have a Diversity Committee which will assist with ways to recruit in the various communities throughout the state.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 DE - Email notices were sent to minority groups to provide a listing of positions available on our Web site that were not on the DAS web site; consultants took job announcements to conferences to expand our outreach.

IVRS - We will continue to expand the outreach to the diverse population of the state of Iowa, as well as other states

FY 2009 DE - Posting all positions on the EDRNetwork.org web site to make person's with disabilities more aware of our openings. Continue sending notices to the minority groups and Library Web sites to encourage additional minority applicants.

IVRS - We plan to continue the expansion that was started in 2008 and utilize the EDRNetwork.org web site.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 DE - When managerial staff are at conferences or at meetings with stake holder groups, they share openings and encourage the information to be forwarded to potential applicants

IVRS - We have our HR staff do most of the recruiting unless there is a referral from either another state agency or other closely related businesses in local areas throughout the state.

FY 2009 DE - Same as 2008, Bureau Chief gives PA information regarding where to post or send job announcements.

IVRS - We plan on expanding on recruiting in outlying areas with more attendance to local job fairs, schools, etc.

The name and contact information of a primary recruitment contact for usage by DAS is:

Karen Chapman, Grimes, 515.281.3411

Bev Schmeling, Jessie Parker Building, 515.281.4136

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general

information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

DE - 35 projected

IVRS - 30 projected

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

DE - Education Program Consultants (EPC); IT Specialist 4 and IT Specialist 5
IVRS - Medical Consultant

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

DE - Our highest number of employees are in the EPC classification, between retirements and normal turnover, the EPC classification is the highest turnover class

IVRS - Unknown

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

DE - We have a number of people who sign contracts with school districts. These positions happen after the school year is over. By the time we receive notice that an employee is terminating, the experienced potential applicants have already signed contracts with schools and are not available to take a job at the DE. We have lost employees due to the travel involved with many of the EPC positions. Some potential applicants are not interested knowing what the travel expectations are for some of the EPC positions. IT Specialist are always in high demand. The pay scale can be the biggest barrier.

IVRS - Medical Consultants recruiting is difficult due to the job class's minimum qualifications and pay scale.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

DE - All positions are UU for persons with disabilities. Our EPC positions are not underutilized for females or minorities. IT Specialist 4 and 5 are under utilized for women.

IVRS - Medical Consultants are not underutilized for any protected class.

List the barriers that have been identified in recruitment of the protected classes:

DE - The majority of our Library positions are filled by people who come to us from libraries. There is a very low number of minorities or persons with disabilities who

work as librarians. We just recently hired a female IT Specialist 4 and have made a few job offers to women in the IT Specialist 5, one started but terminated the following week, because she didn't like the work and her former employer would take her back. Another was offer the position but again the position wasn't what she wanted for her career path. A third was interested in the position, offered the position but she is making \$15,000 over what we could offer her and she was not interested in accepting a lower rate.

IVRS - Medical Consultants - Salary Range too low.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

DE - Additional notices sent to web sites that target PWD; continue posting job announcements in national web sites for librarians and try additional recruiting for IT Specialist.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

Juneteenth 2007; I'll Make Me a World in Iowa; Black History month Celebration; Lunch and Learn on Immigration; MOSAIC conference, IWD job fair, Discovery job fair.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

Continue to attend the events mentioned above with possible additional events that DAS will notifying the agency about throughout the year.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

DE

| Tool | FY 2008 | Budget Est. | FY 2009 | Budget Est. |
|--------------------------|---------|-------------|---------|-------------|
| Internet Job Postings | 2,345 | 0 | 4,000 | 0 |
| Resume Search Products | 0 | 0 | 0 | 0 |
| Standard News Print | 24,750 | 0 | 25,000 | 0 |
| Specialty Trade Journals | 0 | 0 | 0 | 0 |
| Radio | 0 | 0 | 0 | 0 |
| TV | 0 | 0 | 0 | 0 |
| Open House | 0 | 0 | 0 | 0 |
| Search Firms | 0 | 0 | 0 | 0 |
| Temporary Staffing | 40,500 | 0 | 35,000 | 0 |

IVRS

| Tool | FY 2008 | Budget Est. | FY 2009 | Budget Est. |
|--------------------------|-----------|-------------|---------|-------------|
| Internet Job Postings | 0 | 0 | 0 | 0 |
| Resume Search Products | 0 | 0 | 0 | 0 |
| Standard News Print | \$77,000 | ? | ? | ? |
| Specialty Trade Journals | 0 | 0 | 0 | 0 |
| Radio | 0 | 0 | 0 | 0 |
| TV | 0 | 0 | 0 | 0 |
| Open House | 0 | 0 | 0 | 0 |
| Search Firms | 0 | 0 | 0 | 0 |
| Temporary Staffing | \$117,000 | N/A | N/A | \$213,377 |

Other (please list):

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Web posting and newspaper advertising

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Notices of job opportunities are given out at conferences attended by management and EPC's. E-mails sent to stakeholder groups and others.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

DE - The Board of Educational Examiners (BoEE) has used 2 interns from the law school at Drake in the past 3 years. The first one took a job with legislature and the second one has been with BoEE a few months. They are hired as temporary state part time employees not as a potential BoEE employees but as someone who can gain work experience this is a cost effective way for them to have someone come in and assist with duties and not need to hire someone from a temp agency which many times is more expensive.

IVRS - We have an internship program for students with disabilities who are interested in the field of vocational rehabilitation. These students are recruited through our rehabilitation counselors who work with students with disabilities. .

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

DE - No, we do not

IVRS - We use temporary employees as a recruitment tool for word processors

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

An email is sent to the person who has sent the resume to direct them to our web site to determine which, if any position they are requesting additional application materials. This email also list the DAS web site for "additional positions" available with the State of Iowa.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

DE - EOFY 07 Minority 5.5% - June 8 it was 7.8% - Improvement needed in the area of PWD. We increased from 3.0 % to 3.5 %. This is a hard category since people generally do not like to classify themselves as a "person with disabilities". One recent hire asked "does this count against me" if she were to classify herself as having a disability.

IVRS - We will continue to expand our web sites and emails for specific recruitment

For FY 2009, provide a timetable for those activities you plan to implement:

As vacancies occur and at the direction of the Diversity Council

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

DE - Half of our turnover were Education Program Consultant, once an employee is at the max for this position, there isn't the incentive to stay. These are noncontract positions for which there are very few opportunities for these employees to be promoted.

IVRS - Not applicable

List the issues you have identified that contribute to the turnover in these classes:

DE - They can go back to school districts and make as much or more money with more paid time off. Some issues have to do with the travel involved as an EPC. Retirement.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

DE - Some Bureau Chiefs conduct exit interviews.

IVRS - Our HR Manager conducts exit interviews on all employees leaving our agency. We visit with each employee including retirees. There is a standard form that is used. Those are then routed through the administrator and supervisors.

☒ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

DE - The Performance Management Survey will be rolled out soon. Currently we have "cross agency team" meetings to get input from various sections of the DE regarding issues that face the Department.

IVRS - We have had the staff as DAS-HRS PDS send out several surveys to our staff.

☒ Management team meetings/exercises

Describe how these are conducted:

DE- Monthly Management council meetings

IVRS - Bi Annually for all supervisors and Professional Management Team meetings held monthly.

☒ *Other methods (please describe):*

All staff surveys - with activities implemented at the direction of the DAS-HRE staff's suggestions.

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

N/A

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

N/A

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Per the administrative rules.

Recruitment. Section 54.1(1) Open recruitment announcements. The director shall give public notice of positions opened for recruitment for a minimum of ten calendar days following the announcement date. - When we do not have a transfer letter we open all positions to all applicants.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

N/A

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Work Teams

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*

- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☐ *Needing Improvement* ☒ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Email and Intranet

Describe any changes you plan to make around employee engagement in FY 2009:

DE - Once the survey is returned plans will be determined

IVRS -We plan on implementing an employee "adjustment" interview within the first 3 months of employment. This will assist in recognizing whether new employees are feeling engaged and welcomed to their work environment.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

DE - Orientation is done with all new staff. Each bureau does something different for "On-boarding". All new staff have conversations with Judy Jeffrey.

IVRS -We already do this by bringing in new employees to inform them of the different bureaus in our agency and their functions.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

DE - Some staff members attend conferences for training. We also utilize PDS classes.

IVRS - PDS classes as needed or requested.

☒ *Workplace accessibility (visual, physical):*

IVRS - We are implementing part of our strategic plan to have each office conduct a Risk Assessment. This will assist management in changing workplaces to make them more accessible and safer.

☒ *Mentoring:*

This method is used by most divisions. It helps new employees feel a sense of not being left "out in the cold" and they can get help with questions or problems.

☒ *Awards and Recognition:*

We have an Employee Recognition ceremony when we recognize length of service and exemplary "above and beyond" job performance. We do this in addition to the State's Golden Dome Awards program.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

It was up to each division to include diversity training items in their all division meetings; for example one division holds annual meetings with speakers and simulations.

Provide information about diversity-related training planned for FY 2009 in the text box.

DE - Each supervisor and manager has or will be attending training as will each employee. After the first of the year, monthly training will be included in each divisions meetings. One of our goals here could be making current employees know there isn't a negative stigma associated with being a "person with disabilities". Possibly more current employees would change their category from no disability to a person with a disability.

IVRS - We will participate in the mandatory diversity training for management and all state employees. We will also implement the optional training for all staff with the direction of manual that was distributed at the diversity training for managers. We have a Diversity Committee that will discuss and advise how to bring in more diversity training on a regular basis. The Diversity Committee has members from every area of the state.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

See the comment under organizational strategy on page 2. At this time it is too early to predict the success.

Describe how your managers and supervisors will be involved in diversity.

After the diversity training the "Making a Difference with Diversity" training manual will be used for monthly staff meetings.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

This will be turned in with the AA plan in August.